




Department of Energy
Washington, DC 20585

DEC 13 2005

MEMORANDUM FOR CLAUDIA A. CROSS
 CHIEF HUMAN CAPITAL OFFICER/
 DIRECTOR, OFFICE OF HUMAN
 CAPITAL MANAGEMENT

FROM: JODY HUDSON 
 DIRECTOR,
 OFFICE OF INNOVATIONS AND SOLUTIONS

SUBJECT: REORGANIZATION OF THE OFFICE OF
 HUMAN CAPITAL MANAGEMENT,
 INNOVATIONS AND SOLUTIONS

The purpose of this memorandum is to request your approval to internally reorganize the Office of Innovations and Solutions (HR-20). Our request builds upon recent changes in the Office of Human Capital Management and supports the implementation of the Most Efficient Organization. Additionally, it is vitally important that the continuing government operations of the Residual Organization be positioned to provide oversight, monitor performance and track the budget for required reporting.

The model that we propose will effectively align resources to address Human Capital Management initiatives, PTBIII goals and milestones, the six goals of the Deputy Secretary as well as our vision to promote and sustain a learning organization.

The attached organization chart shows the five business lines that will comprise Innovations and Solutions: Office of Enterprise Training Services (MEO), Office of Performance Assessment and Evaluation (R/O), Office of Competency Analysis and Strategy (R/O), Office of Corporate Workforce and Employment Solutions and Office of Enterprise Workforce Information Management.

While the business lines have discrete functions that focus on specific program areas, resulting products and services are integrated.

A revised mission and function statement, an organization chart, and a crosswalk of personnel are enclosed for your review and approval. There are no funding issues associated with this internal reorganization.



Following your approval, we will work with Employee/Labor Relations to fulfill all formal obligations with the National Treasury Employees Union.

Approved Yan Z. Fu Date 12/29/05

Disapproved _____ Date _____

Attachments

OFFICE OF INNOVATIONS AND SOLUTIONS

The Office of Innovations and Solutions carries out the “life cycle” of workforce programs and initiatives that include:

- developing innovative, customer-focused HCM programs, strategies and solutions to address workforce needs across the complex;
- managing and integrating all HCM technology innovation initiatives/systems and business solutions; and
- overseeing and evaluating the performance of the Federal HR/Training Most Efficient Organization (MEO).

The organization manages the full range of workforce learning and performance enhancing programs associated with HCM, including corporate recruiting, organizational and workforce development, workforce and succession planning, talent capacity, diversity outreach, technology innovations, and HCM business solutions,. The Office Director serves as the Department’s Chief Learning Officer. The Office of Innovations and Solutions is comprised of the following business lines:

OFFICE OF ENTERPRISE TRAINING SERVICES

Mission

The Most Efficient Organization (MEO) is comprised of a versatile, experienced, and well-trained workforce ready to meet the changing needs of DOE. The MEO offers an organization and staff who are knowledgeable and experienced in the businesses of the Department, including its mission, the needs of the workforce, the needs of its leaders, key areas for enhancement, and workable solutions.

Functions

Headquarters Core Group

The Core Group will maintain authority and facilitate overall program management, policy interpretation, communications, reporting, and decision-making for the MEO. Creating clear lines of authority and communication is an absolute necessity for the Core Group to maintain a well structured and efficient organization.

- Communicate the MEO’s strategic plan, mission, vision, and values to employees; articulate communicate to key personnel both routine assignments, special projects, and task timelines; coach key personnel in the selection and application of appropriate problem-solving techniques; lead the MEO in identifying, distributing, and balancing workload and tasks among key personnel; and monitor and report on

the status and progress of work.

- Maintain program and administrative reference materials, project files, and relevant background documents; maintain current knowledge of procedures, policies, and directives; implement new policy and operational changes; prepare reports and maintain records of work accomplishments and administrative information; and lead the MEO in researching, learning, and applying a range of qualitative and quantitative methods to identify, assess, analyze, and improve the MEO's effectiveness, efficiency, and work products.
- Responsible for ensuring all services provided by the MEO meet or exceed the performance standards specified in the PWS; will work with the PM to ensure the delivery of quality services by all positions within the organization; will be responsible for the execution of the Quality Control Plan, to include developing and refining performance metrics; and will be ultimately responsible for all quality control reporting for the organization.
- Manage the DOE corporate training program as a high quality, cost-effective, centralized training program for DOE employees; translating and implementing goals, policies, systems, and procedures into the corporate training programs; ensuring training is linked to business needs (e.g., Needs Assessments); and coordinating support for administering and managing career and employee development programs at Headquarters.
- Review DOE training and certification and assure that programs are designed and developed to satisfy DOE requirements and programmatic needs.
- Advise and make recommendations to the CGO on policy, regulations, laws, procedures, and good business practices; on improvements to existing programs; on planning, development, and resource management for new career programs; and on design and delivery of training.
- Assist with interagency liaison activities and provides input and recommendations for interagency agreements.
- Primary responsibility for various training activities such as the DOE Annual Training Plan needs assessments, training evaluation, and web-based training systems. The Corporate Training Specialists will have knowledge of curriculum development, training resources, policies, and procedures, delivery methods, and evaluation methodology.
- Incorporate the Annual Training Plans from each DOE Element into

the consolidated DOE Annual Training Plan; ensure implementation of the Annual Training Plan and track progress made on accomplishing annual strategic training objectives; and coordinate and evaluate needs assessments designed to meet DOE-wide training program objectives, including functional and occupational needs assessments.

- Provide guidance and assistance on course evaluations and training evaluation methodology, to ensure implementation of effective training programs, employee application of skills and knowledge on the job, and provision of return on investment for strategic planning.
- Support the web-based training system and provide overall management of the subscriptions and applications for access. The Corporate Training Specialists will also assess the benefits of web-based training systems and evaluate their ability to meet training goals and objectives.
- Provide input to the FTCP and CGO on issues related to maintenance and improvement of DOE defense nuclear facilities technical capability. This position will implement administrative factors and processes based on a working knowledge of Defense Nuclear Facility Safety Board (DNFSB) recommendations for technical training and FTCP guidance.
- Advisor to the FTCP and CGO on aspects of the Career Intern Program, Senior Technical Safety Manager Program, Facility Representative Program, General Technical Base qualification standards, and the 28 functional area qualification standards. The TQP Manager will conduct periodic assessments of sufficiency and provide recommendations for new or updated standards. This position will also research and coordinate corrective action plans for DNFSB and FTCP training-related recommendations and requirements
- Maintains and manages official records related to program membership, standards and competency level requirements, qualification records, and testing results, and will prepare and submit quarterly reports on qualification status.

Washington Operations Center

- Responsible for day-to-day operations of the WOC which includes personnel oversight and actions, broad work assignments, and overall Operation Center management, in coordination with the Team Leads at their respective locations.
- Responsible for quality control and serve as SME as needed for training related issues. Serve as points of contact for external organizations whose customers rely upon the support services of the

MEO.

- Provide the primary functions of training support services including course registration, customer service, and problem resolution. Develop policy recommendations, Individual Development Plans (IDP), and the needs assessments and Training Plans for specific Elements.
- Provide customer service, course evaluations, Needs Assessments, and other support activities for the Office of Management, Budget, and Evaluation (ME), Office of the Chief Information Officer (IM), Office of Congressional and Intergovernmental Affairs (CI), Office of Economic Impact and Diversity (ED), Office of Energy Efficiency and Renewable Energy (EE), Energy Information Administration (EIA), Office of General Counsel (GC), Office of Hearings and Appeals (HG), Office of Independent Oversight and Performance Assurance (OA), Office of Policy and International Affairs (PI), Office of Public Affairs (PA), Office of Worker and Community Transition (WT), Office of Security (SO), Under Secretary for Nuclear Security/Administrator for National Nuclear Security Administration (NNSA) Headquarters (NA), Assistant Secretary for Environment, Safety, and Health (EH), Assistant Secretary for Environmental Management (EM), Assistant Secretary for Fossil Energy (FE), National Energy Technology Laboratory (NETL), Strategic Petroleum Reserve Office (SPRO), Office of Science (SC), Office of Civilian Radioactive Waste Management (RW), Nuclear Energy, Science, and Technology (NE), Chicago (CH) including the Brookhaven Area Office, Ohio (OH), Oak Ridge Office (ORO), and Savannah River (SR).

Albuquerque Operations Office

- Responsible for day-to-day operations of the AOC which includes personnel oversight and actions, broad work assignments, and overall Operation Center management, in coordination with the Team Leads at their respective locations.
- Responsible for quality control and serve as SME as needed for training related issues.
- Provide the primary functions of training support services including course registration, customer service, and problem resolution. Develop policy recommendations, Individual Development Plans (IDP), and the needs assessments and Training Plans for specific Elements.
- Provide customer service, course evaluations, Needs Assessments, and other support activities for the more western locations of DOE and training support services customers. The locations for which AOC will perform customer service activities include NNSA-Albuquerque (AL),

NNSA-Nevada (NV), NNSA-Oakland (LL), Idaho (ID), Rocky Flats (RF), Richland (RL), and the Golden Field Office. The Liaisons for Idaho and Richland will report directly to the AOC, specifically to the Deputy Project Manager.

Liaison Sites

Liaison Sites (Chicago, Idaho, Oak Ridge, Richland, and Savannah River) represent areas where significant training activities occur, but do not have the same level of workload as an Operation Center.

- Serve as points of contact for training issues, and provide assistance and expertise for larger training support activities such as needs assessment. The Liaisons will provide support for course evaluation when necessary. The Liaisons will also provide subject matter expertise with M&O and M&I training-related issues, and facilitate and educate on career development program activities.
- Provide customer back-up and create continuity of services, as well as to share site specific knowledge in the event of staff turnover.

OFFICE OF COMPETENCY ANALYSIS & STRATEGY

Mission

The Competency Analysis & Strategy Group provides a variety of services designed to support the mission of the Office of Innovations and Solutions, HR-20. The Competency Analysis and Strategy Group uses a systematic approach for planning, implementing, evaluating and improving key processes of HR-20. The Group focuses on activities that support the effective and efficient management of Federal Human Capital assets, ensures creating high performance capabilities within the Federal and Contractor workforces and Departmental strategic Human Capital Management initiatives. A specific focus of the Office will be on moving the Department towards a competency-centric approach to strategic human capital management.

Functions

The Functions of the Competency Analysis and Strategy unit include:

- Leading the development of strategic direction and guidance
- Conducting analysis of the organizations effectiveness in the recruitment and placement of critical skills
- Conducting organizational, occupational, and individual needs analysis
- Conducting evaluations on training and development effectiveness
- Providing customer relations services to training customers
- Develop and implement strategy to engage programs to define mission-critical functions and defining competencies necessary to execute those functions
- Develop and implement strategies to assess gaps between needed

- competencies and those possessed by the workforce.
- Develop and implement strategies to integrate competency gaps assessments with IDPs
- Develop and implement strategy to align training courses with defined competencies
- Develop and implement strategies in to close competency gaps.

OFFICE OF CORPORATE WORKFORCE & EMPLOYMENT SOLUTIONS

Mission

Corporate Workforce and Employment Solutions is responsible for the strategic design, implementation and direction of innovative programs that address the Department's human capital needs related to workforce plan implementation, in-depth analysis of workforce needs, recruitment and outreach strategies, building strategic coalitions and partnerships, employment programs from entry through senior level, use of hiring flexibilities, designing and implementing strategies for increasing workforce diversity. This organization is also responsible for the business management functions within the Office of Human Capital Management.

Functions

- Directing the activities of the Corporate Outreach and Recruitment Council (with representatives from across the Department including NNSA, the Power Marketing Administrations, and the National Labs), including enhancing entry-level and mid to senior level hiring across DOE, furthering the use of automated technology in outreach and recruitment efforts, designing effective marketing and branding efforts to attract the right candidate for the right job, incorporating diversity strategies, and developing measures of success.
- Designing and managing strategic employment programs that address Departmental and programmatic needs.
- Administering Departmental career entry programs (e.g., Presidential Management Fellows Program, Career Intern Programs, etc.) and student employment programs across the Department.
- Leading and coordinating corporate outreach and recruitment efforts by engaging collaborations with program offices, field sites, NNSA and National Laboratories. Providing overall strategic direction on DOE-wide Hispanic outreach and recruitment activities and managing the Hispanic Employment Program.
- Establishing and implementing programs to increase diversity and to promote affirmative employment of people with disabilities, Asians, women and other under-represented groups within DOE.
- Providing consultative services related to current and future workforce planning issues associated with educational and community outreach,

recruitment and the development of recruitment strategies, the development of strategic hiring programs, addressing workforce diversity needs, and guidance on implementing hiring flexibilities.

- Managing the Human Capital Coalition (HCC), an advisory body to the Chief Human Capital Officer, consisting of representatives complex-wide charged with developing and supporting HCM strategies and programs across DOE.
- Directing, initiating and providing liaison and coordination for partnerships and participation with professional human resource organizations within and outside of government such as IPMA, NAPA, Partnership for Public Service, and NACE.
- Developing and maintaining partnerships and relationships with national associations and professional organizations as well as internal employee groups relating to educational and community outreach, and the accomplishment of diversity employment goals.
- Providing support for the competency development of human resource professionals, internal quality management, organizational development and HR transformation.
- Providing planning, oversight, integration, and management of administrative, financial, staff resources, and support systems for the entire Office of the Human Resources Management such as:
 - Business management, manpower and financial management-, budget development and integration;
 - Acquisition, procurement and contract management; and information resources management.
 - Administrative coordination and liaison for internal personnel administration and support;
 - Staffing and resource allocation and organizational development;
 - Real property and space management;
 - Equal employment opportunity; training and employee development; - Position management and pay administration.
- Advising and assisting on all administrative, budgetary/resource policy and program issues impacting HR and its customers.

OFFICE OF PROGRAM ASSESSMENT & EVALUATION

Mission

The Program Assessment and Evaluation Group has primary responsibility for monitoring and assessing the performance of the Enterprise Training Services group, the Department's Most Efficient Organization. The Group performs activities identified as Continuing Government Operations in the Residual

Organization. The group provides a variety of services designed to support the day to day operations of HR-20 and the Enterprise Training Services Group (MEO) including Quality Assurance Surveillance, contract oversight, financial management and other business management oversight activities. The Performance Assessment and Evaluation Group is responsible for fiscal and acquisition integrity and developing a framework for performance measurement of HR-20 major business lines, products and services.

Functions

- Provide corporate oversight of the DOE/HR Training Most Efficient Organization contract as performed by the Enterprise Training Services Group.
- Conducts regular assessments of the performance of the Enterprise Training Services as identified in the Performance Work Statement.
- Prepare and maintain documentation reflecting the quality and quantity of the Enterprise Training Services performance.
- Administers the Letter Of Obligation, the contractual requirements of the MEO.
- Administers the DOE Quality Surveillance Plan (QASP)
- Conducts inspections, assessments and other evaluations based on QASP requirements.
- Ensures the MEO is operationally in compliance with applicable regulations.
- Manages the acquisition requirements of ME-52
- Manages HR-20 budget execution
- Provides oversight of the Working Capital Fund business lines.
- Provides oversight of HR-20 business management activities
- Manages HR-20 contractual obligations

OFFICE OF ENTERPRISE WORKFORCE INFORMATION MANAGEMENT

Mission

The mission of the Office of Enterprise Workforce Information Management is to provide operational support and consultative advice to the Director Human Capital Management, Director, Innovations and Solutions, an Departmental Senior Management on matters pertaining to the use of the acquisition, deployment and maintenance of enabling technology to support the tactical and strategic management of Human capital management related to accomplishing Department goals and program objectives.

The mission also entails establishing and providing: assistance and guidance on the use of technology-supported business process reengineering; investment analysis; performance measurement; strategic development and application of

information systems and infrastructure; policies to provide improved management of information resources and technology; and better, more efficient service to our clients and employees.

The Office is responsible for the management and operation of Human resources information management solutions throughout the Department; representing the Department to central management agencies (e.g., the Office of Personnel and the Office of Management and Budget); directing the Enterprise Architecture efforts and the enterprise solutions across the Department; influencing the development and maintenance of the Department's human resources information technology architecture; developing and establishing Department human resource information technology policies, and advocating rigorous methods for analyzing, selecting, developing, operating, and maintaining information systems.

Functions

The Office of Enterprise Workforce Information Management is responsible for providing the following services:

- **Managing the Corporate Human Resources Information System (CHRIS/PeopleSoft)** This technology involves storing the data on a series of Database Servers, Application Servers, Batch Servers, Web Servers and a Report Repository. These servers are available only via the Departments secure intranet, DOENet, and are not accessible via the internet. This technology combines the power of main frame computing with the ease, speed, and user-friendliness of browser-based access and includes the following:
- **CHRIS Workflow - Managing the implementation and operation of CHRIS workflow.** The system allows employees and managers to electronically initiate and approve personnel actions and training requests. The process consists of a series of steps and approvals, which utilize electronic signatures, email notifications, and the compilation of manager worklists. The process is web-based, paperless and includes electronic transmission/routing/signature of personnel actions and training requests in a more efficient manner than the traditional paper-based methods.
- **Employee Self-Service (ESS) - Managing ESS.** The program enables employees to view their personal information including earnings statements, personal information, personal benefits statement and W-2 information; electronically update their home address, disability status, salary direct deposit, education, emergency contact, federal health benefits, federal and state tax withholding, licenses and certifications, locator information, race and national origin, savings bonds, thrift savings plan and voluntary allotments. Employees can complete, revise, and submit an electronic Individual Development Plan (IDP) used to plan developmental experiences (course work, special projects, on-the-job training, details, etc.), which may change from year to year as the mission of the organization evolves; maintain their qualifications under the Technical Qualifications Program and Project

Management Career Development plan including management review and approval. ESS also provides for time and attendance recording and certification.

- QuickHire - Managing the Department's Automated Recruitment Application This system houses personnel information for internal and external candidates. The objective of DOE Jobs ONLINE is to provide the general public and DOE employees with access to vacancy announcements within DOE for public external vacancies as well as merit promotion positions.
- PeopleSoft Version 8.8 - Managing upgrade of CHRIS to PeopleSoft
- ePerformance implementation the new Department wide performance appraisal system.
- Serving as the Principle point of contact with the Office of Personnel Management for coordinating the following e-Government Human Capital Management initiatives:
 - Human Resource Line of Business
 - Enterprise Human Resource Integration
 - e-Training
 - Shared Service Provider
- The Office of Enterprise Workforce Information Management is responsible for providing the following services:
 - Help Desk Services for the enterprise system
 - Continuity of Operations Planning (COOP) support
 - Outreach/Customer Relationship Management (CRM)
 - Operating, maintaining, and enhancing the enterprise systems and services.
- Implementing and monitoring HRIS policies and procedures, and developing plans and budgets for HRIS support services
- Identifying, implementing, and maintaining standard HRIS automation application
- Ensuring reliable, high-performance HRIS services
- Coordinating with the HCM Business Office to develop the HRIS IT capital planning and budgeting processes, providing direct planning support to assure that IRM plans support agency business planning and mission accomplishment
- Implementing policies and guidance on information resources management within the Office of Innovations and Solutions for acquisition and use of information technology, development of architectural standards for interoperability, and coordination of implementation procedure
- Operating and maintaining an information technology support service (Help Desk) for participating HRIS components
- Managing contracts for equipment and support services related to the provision of IT services in OS and participating agencies
- Representing the Office Human Capital Management and/or the Department through participation on interagency and Departmental

- work groups and task forces, as appropriate
- Responsible for HRIS compliance with and implementation of all applicable Federal Laws regarding IT Security
- The Office of Innovations and Solutions is responsible for Enterprise Operations and coordinates e-government efforts across the Department
- The Office of Innovations and Solutions provides recommendations regarding funding of e-government efforts, strategies on agency-specific system integration, and reviews new projects for possible redundancy with existing e-gov initiatives
- The Office is responsible for the following:
 - Leading Departmental efforts to expand the availability of electronic means for conducting business
 - Coordinates HRIS activities that support the President's Management Agenda's objective for E-Government
 - Coordinates planning and task tracking across OIRM to ensure effective utilization of staff and other resources
 - Prepares, manages, integrates and coordinates budget formulation, presentation and execution with respect to the Office of Innovations and Solution.
 - Oversees full life-cycle of OIRM contracts. Works with contracting organizations, contractors and other parties to ensure that contractual transactions are substantively correct, and to track completion of tasks
 - Oversees and manages employee performance improvement programs to develop and maintain the technical expertise and qualifications of employees in Innovations and solutions
 - Coordinates and directs the Department's HRIS systems in compliance with Section 508 of the Rehabilitation Act (1973)
 - Manage and lead the Department of Energy's KM Initiative by:
 - Leading and managing the Department of Energy Corporate Knowledge Management Working Group (DOE KMWG) responsible to promote the capabilities, adaptive processes and motivate the workforce to identify, capture, and leverage departmental knowledge and expertise to support the DOE mission.
 - Establishing a DOE Enterprise Knowledge Portal that provides DOE employees and authorized contracting staff a one-stop access to online non-classified/sensitive mission critical knowledge.
 - Attending and/or representing the DOE at KM related conferences and workshops to exchange and gain knowledge and insight as the trends, practices, and technologies other federal and commercial agencies are implementing to increase and maintain an active KM culture that supports mission requirements
 - Managing the Office of HCM Websites which includes:
 - Establishing a process for systematically changing, updating and archiving the content
 - Establishing a process and plan for making sure that your files and file

directory structures are up and running properly at all times and all your links are functional

- Establishing a process to monitor what users are doing and saying, to include how many people are visiting your site, where are they going
- Using qualitative comments received about the site, along with usage tracking data, to guide decisions about what content or website elements to keep, replace, or improve
- Provide a way for users to give feedback and responding to feedback in a timely manner
- Identifying and resolving technical problems in a timely manner
- Assuring compliance with Section 508 of the Americans with Disabilities Act.
- Developing and implementing appropriate security measures